

## Artistic Vibrancy and Appraisal Queensland theatre company perspective

### Artistic vision

As this Strategic Plan is very early in the appointment of the Company's new Artistic Director, the Artistic vision is based around a couple of central ideas rather than a comprehensive plan of all the components of the Company's programming. The central ideas are:

- increasing the public engagement with the work of the Company
- expanding the opportunities for artists within the Company
- create a holistic approach to programming
- clearly articulating and resourcing the Artistic research and development of the Company

The purpose of the mainstage program will be to promote excellence, expand our audiences and to show Queenslanders the best work of the state, the country and the world. The programming will reflect the need to expand our audience and box office appeal to 'democratise' the art whilst maintaining our engagement with national and international artistic practice.

The Studio Program will be the research and development arm of the Company. It will:

- fill a gap between the independent artists working on non-funded projects and provide greater access to resources
- to help build artistic practice and careers,
- to build adventurous audiences, and
- to clearly invest in artistic research and development.

Our Youth and Education programs will provide relevant quality experiences for young audiences and professional development for Queensland theatre practitioners. It therefore has the dual function of artist and audience development.

Being successful at delivering this vision will mean that we will be important at home in Queensland and be known and respected on the national scene. Queensland Theatre Company will be an attractive place for artists to create their best work.

### Critical success factors

|                                   | Audience opinion | Community opinion | Expert/peer opinion | Audience numbers | Diversity of work | Artists opinion | Staff opinion |
|-----------------------------------|------------------|-------------------|---------------------|------------------|-------------------|-----------------|---------------|
| Artistic excellence               |                  |                   | *                   |                  |                   | *               | *             |
| Audience engagement               | *                |                   | *                   | *                |                   |                 | *             |
| Innovation in artform development |                  |                   | *                   |                  | *                 | *               | *             |
| Artist development                |                  |                   |                     |                  |                   | *               |               |
| Community relevance               | *                | *                 | *                   | *                |                   | *               | *             |

## Summary of artistic appraisal methods

| Method                        |  | Who  | Frequency/timeframe  | Description   |
|-------------------------------|--|--|--|---|
| Strategic plan                | Values: 'Reflection and Recognition'               | Company  | Values reviewed at staff meetings  | General discussion on how Company is demonstrating values at monthly staff meetings   |
|                               | Goal: We will create excellent work                | Company  | Review against goals half yearly   | Half-yearly report to Board, funding agencies following discussion with Management Team   |
| Company structure             | Board Composition                                  | Board members  | Board meets 8 times per year   | Artistic Director's report<br>KPIs monitored quarterly<br>Media reviews circulated and discussed  |
|                               | Artistic Team Structure                            | Artistic Associates<br>Resident Artists<br>Associate Artist        | Combination of new artistic voices to provide counsel and input into artistic decisions. | Artistic Associates meet quarterly<br>Regular meetings with Associate and Resident Artists  |
| Development of new production | Mainstage programming decision                     | Management Team approved by Board                                  | Weekly discussion at management meetings from Jan – August                               | Discussion to ensure that programming encompasses diversity of productions as outlined in artistic vision and that is appealing to diverse audiences. |
|                               | Company Run and open Dress Rehearsal               | Company  | All staff invited to attend full run of production before and at the end of tech week.   | Feedback on performance and production elements on an informal basis.   |
| Development of new work       | 'Roadshow' readings                                | All Company. Sometimes invited industry guests and general public. | As required.   | Formal and informal feedback sought.  |
| In-season                     | Show Report  | Stage Manager  | Daily  | Distributed to whole company includes comments on audience response.  |
|                               | Show Report  | FOH Manager  | Daily  | Distributed to key managers and includes comments from audience members.  |
|                               | Public Opinion                                     | Marketing Manager and Management Team                              | Ongoing during performance season  | Feedback via Facebook, Twitter, website, letters and correspondence.  |
|                               | Market Research                                    | Marketing Manager, Management Team, Board                          | At conclusion of performance season  | Audience survey on response to mainstage production based on Wolf Brown <i>Assessing the intrinsic impacts of a live performance</i> indicators.      |
|                               | Feedback from stakeholders                         | Company  | Unsolicited feedback from invited guests.<br>Monitoring of industry blogs                |   |
|                               | Critical Reviews                                   | Media  | Ongoing during season  |   |
| De-brief Process              | Departmental Reports<br>Cast and creative feedback | Debrief Meeting with management team                               | End of each season   | Summary of key learnings provided to board and funding agencies on an annual basis  |
| Yearly Review                 | Annual Report                                      | Artistic Director's Report   | annually   |   |
| Artistic Director Review      | Performance Review                                 | Artistic Director, management team, stakeholders                   | End of contract (3 Years)  | 360 ° survey with company members, industry leaders, funding agencies, donors and community members and reviewed by the Board.                        |